



KALINGA INSTITUTE OF INDUSTRIAL TECHNOLOGY
Deemed to be University U/S 3 of the UGC Act, 1956
SCHOOL OF RURAL MANAGEMENT



CASE STUDY RESEARCH SEGMENT

MBA (Rural Management)
Batch 2019-21



Message from the Director



Dear Patrons,

KIIT School of Rural Management, through its continuous endeavour to upgrade its academic process has evolved as one of the pioneers in the field of education and research in rural management. The ever changing scenario in this sector demands the students to update themselves with the current happenings. Our current pedagogy requires the students to undergo three field segments during the two year programme. The second field segment CSS (Case Study Segment) is targeted to provide insights into the real life situations prevailing in your organisation to our students. Under your guidance and supervision the students will conduct a thorough research on the topics assigned to them and the findings may help you in designing the relevant interventions.

Prof. Nishith Parida

Director, KIIT School of Rural Management
KIIT Deemed to be University, Bhubaneswar

Message from the Coordinator



Experiential learning as one of the core focuses of MBA (Rural Management) curriculum- allows students to learn from live situations which are real and at the same time more complex than what can be created in classrooms. Accordingly three internships namely, Action Research Segment (ARS), Case Study Research Segment (CSS) and Management Traineeship Segment (MTS) have been designed. The students spend almost 6 months (10 weeks in each of the three internships) across four semesters which are designed to achieve progressive learning. Case study Research Segment (CSS) provides students with skills allowing them to evolve from observers to analyzers. Students get the opportunity to gain knowledge of people in their natural setting and their interactions with other people in the environment. We request the host organizations to cooperate and meaningfully engage our students to accelerate their learning from and contribution to your organisation's endeavour through in depth analysis and exposure to field realities.

Prof. Nirmal K Mandal

Coordinator, Case Study Research Segment
KIIT School of Rural Management
KIIT Deemed to be University, Bhubaneswar

Guidelines for Framing, Organizing and Conducting Case Study Research

- We know that your organization has substantial experience and knowledge, and this inevitably generate certain questions such as "how can I improve this program?" or "why some interventions succeed and others do not?"
- We have trained our students to use Case Study Research as a Diagnostic Tool to obtain insights and develop a range of objective ways to resolve 'How' and 'Why' questions.
- It is important that you as a host organization should have clear research questions - what they specifically want to learn or understand by assigning this study to the students.
- Therefore, your research questions need to connect clearly to your practical concerns and specify to students - what questions you will assign them and they will attempt to answer.

Financial Implication for the Organization

- Travel costs of the allocated students from Bhubaneswar to the reporting location of the organisation and return by 3-tier AC train
- Stipend of Rs. 7,500/- (Rupees seven thousand five hundred only) per month i.e. overall amounting to Rs. 15,000/- per student to be paid by the organisation during the CSS project period
- Accommodation to the students at the project locations
- Conveyance and incidental expenses while on travel with the conduct of the project

In addition to the above, the host organisation may offer any other necessary support which is essential for successful completion of the project.

Introduction:

KIIT School of Rural Management (KSRM), an initiative of KIIT University caters to the needs of the rural enterprises, rural development organisations, voluntary sector and corporate houses with rural business interests. It was established on 20th November 2006 at the hands of Late Dr. V. Kurien and Dr. A. Samanta in the premises of KIIT University. Our vision is to become a leading global academic institution in the field of Rural Management through use of knowledge driven approach. The mission is to catalyse the process of sustainable and holistic rural development and minimize existing rural- urban divide. Towards this end, KSRM engages itself in number of activities which includes academics, managerial training, field research and consulting to development, public and private sector agencies.

The MBA (RM) flagship programme of KSRM was launched in 2007 and since has evolved as a robust academic programme in the field of Rural Management in the country with innovative experiential learning components. The 11 batches of KSRM students numbering 584 were placed with over 90 organisations and are actively engaged in the process of Rural Change. The 12th batch will complete the programme in March, 2020 and are in the process of being placed with our partner organisations and other organizations who got linked to KSRM recently. **The 13th batch of MBA (RM) - Batch (2019-21)** is preparing to participate in the **Case Study Research Segment** from **7th March – 23rd April, 2020**.

MBA (Rural Management)

MBA (RM) Programme is designed to balance academics with experiential learning.

- Course curriculum of MBA (RM) is broad based compared to conventional MBA
- The course has two specific components viz. 4 semesters of Class Room Segment (CRS) spread over 54 weeks and 3 terms of Field Work Segments (FWS)/internship of 34 weeks.
- Experiential Learning as one of the core focuses of its curriculum- allows students to learn from live situations which are real and at the same time more complex than what can be created in classrooms.
- The students spend almost 6 months (10 weeks in each of the three internships) across four semesters over two years which are designed to achieve progressive learning.
- The three components are designed in a progressive manner, with Action Research Segment (ARS) in first semester, Case Study Research Segment (CSS) of 10 weeks in second semester and Management Traineeship Segment (MTS) in the third semester.



Why Case Study Research Segment (CSS)?



MBA (RM) Researchers have used the Case Study Research method for many years across a variety of disciplines. The Case Study Research is a research method suitable for many rural and agricultural development situations, which takes place in real settings and requires an interdisciplinary approach

The development organizations like yours will be more interested in gaining knowledge of people in their natural setting and their interactions with other people in the environment. In such situations, the Case Study Research may offer insights that might not be achieved with other research approaches.

Overview of Case Study Research: Methodology

The Case Study Research can be used for intensive study of an object which can be an individual person, a group, an institution, service, event, relationship or other entity.

The object is represented by place and context. The place represents the geographical environment and the context refers to the prevailing social, economic, historical, cultural, and environmental conditions. The contextual conditions are extremely important in understanding the object of study. The case studies are best applied to situations in which the object cannot be studied out of the context in which it occurs naturally. Some of the important features of Case Study Research include:

- Case Studies are limited in terms of sampling because they focus on small number of objects (samples). The sampling relies on researcher's ability to identify the cases that are representative of the research problem under study.
- Exhaustive collection of data using multi-method strategy of data collection such as analysis of documents, in depth interviews, questionnaires, and observations.
- The evidence may be qualitative (e.g., words), quantitative (e.g., numbers), or both.
- Simultaneous data analysis with data collection

The Case Study Research Process:

A six steps process is suggested to organize and conduct the Case Study Research successfully. The steps are:

Step 1: Determine and Define the Research Questions

Step 2: Select Cases (Object) and Determine Data Gathering and Analysis Techniques

Step 3: Prepare to Collect the Data

Step 4: Collect Data in the Field

Step 5: Evaluate, Triangulate and Analyze the Data

Step 6: Writing the report

Typology of Case Studies

The Case Studies typologies are as under :

Single Case vs. Multiple Case:

A single (or singular) Case, is a Case of one particular entity or event at a specific time. A multiple Case, also known as a collective Case, is a Case which focuses on more than one particular entity or event sometimes over different time periods



Intrinsic vs. Instrumental:

An intrinsic Case focuses on the particulars of one specific phenomenon rather than seeking generalizations, with the interest arising from the particulars and potentially rare or unique aspects of the Case. Instrumental Cases usually describe a specific Case of a more general phenomenon.

The Role of Host Organization in Identifying the Research Questions

After you establish the Case, to investigate, you need a question or series of questions to answer. Most research questions begin with “How” or “Why”. And they have to be clearly formulated, narrow and researchable.

An early identification of the research question is helpful, but it is equally important to recognize that questions at the beginning are generally tentative in this type of research. Also, the research questions may shift during the research.

Partnership for Learning and Knowledge Creation

Since its inception in 2006, KSRM has built a strong network with more than 300 organizations engaged in development of rural areas/communities. This network provides experiential learning support to the students of KSRM in at grassroot level in rural context. This unique partnership is

translated on ground through field study components namely Action Research Segment, Case Study Research Segment, and Management Traineeship Segment. This partnership has also proved useful for KSRM partner organisations. As a result, number of partner organisations engaged with KSRM have grown in geography and diversity. Our Partner Organizations can be broadly categorized into development, corporate, cooperative public and Government Sectors. KSRM takes pride in the fact that it has been able to establish such partnerships with number of reputed organizations all over the country in a short span of time.



MBA (RM) Curriculum

The MBA (RM) Programme comprises of all core management subjects like Marketing, Finance and HR and focused learning in the areas of agribusiness and rural development management. From the first semester onwards, blend of core management and rural management subjects are offered, giving students an understanding and appreciation of principles of management in rural development domains.



Semester-Wise Course Details of MBA-RM 2019-21

Module & Type	Title of the Course	Credit*
Classroom (Classroom) 18 credits	Micro Economic Analysis – RM 5101	2.0
	Accounting for Managers – RM 5111	2.0
	Rural Production and Livelihoods – RM 5121	2.0
	Quantitative Techniques – RM 5131	2.0
	Rural Society and Polity – RM 5123	2.0
	Development Research Methods – RM 5143	2.0
	Managerial Analysis and Communication – RM 5141	2.0
	Marketing Management – RM 5162	2.0
	Development Perspectives – RM 5153	2.0
Field/Internship	Action Research Segment (ARS) – RM 5183	8.0
Semester Total		26.0
Classroom (Classroom) 20 credits	Macro Economic Analysis – RM 5102	2.0
	Finance for Managers – RM 5112	2.0
	Marketing Research – RM 5164	2.0
	Organizational Behavior – RM 5146	2.0
	Management Information Systems – RM 5132	2.0
	Strategic Marketing – RM 5166	2.0
	Natural Resource Management and Climate Change – RM 5126	2.0
Field/Internship	Case Study Research Segment (CSS) – RM 5184	8.0
Semester Total		22.0
Compulsory (Classroom) 12 credits	Policy and Programme Interventions for Rural Development – RM 6155	2.0
	Development Theory and Practice – RM 6152	2.0
	Rural Finance and Commercial Banking – RM 6114	2.0
	Management of Co-operatives & FPOs – RM 6123	2.0
	Project Management – RM 6141	2.0
	Agri-Business Management – RM 6171	2.0
Optionals ** (Limited to 4.0 credits)	Micro Finance – RM 6111	2.0
	Rural Marketing – RM 6161	2.0
	Commodity Trading and Marketing – RM 6173	2.0
	E-Business for Rural Enterprises – RM 6157	2.0
	Operations Research – RM 6133	2.0
	Agri-Input Marketing – RM 6177	2.0
Field/Internship	Management Traineeship Segment (MTS) – RM 6182	12.0
Semester Total		28.0
Compulsory (Classroom) 12 credits	Human Resource Development – RM 6146	2.0
	ICTs for Development – RM 6153	2.0
	Sustainable Development – RM 6154	2.0
	Strategic Management – RM 6142	2.0
	Legal Environment and Business Ethics – RM 6144	2.0
	Innovation in Rural Development and Enterprises – RM 6124	2.0
Optionals ** (Limited to 4.0 credits)	CSR Management – RM 6151	2.0
	International Trade in Agriculture – RM 6175	2.0
	Strategic Interventions in Development Organizations – RM 6158	2.0
	Procurement and Supply Chain Management – RM 6134	2.0
	Managing Agricultural Value Chains – RM 6118	2.0
Semester Total		16.0

Profile of the students

A brief profile of the MBA (RM) – (19-21) students is given below:

Students' Profile					
Academic Background		Language Proficiency		Domicile	
Agriculture and Allied	04	Bengali	04	Andhra Pradesh	01
BA	02	Hindi	51	Bihar	09
BBA	09	Maithali	01	Jharkhand	06
B.Com	15	Odia	30	Odisha	33
B.Tech	06	Sambalpuri	12	Uttar Pradesh	01
B.Sc	13	Santhali	02	West Bengal	01
Bachelor of Planning (Urban and Regional Planning)	01	Telugu	01		
BCA	01	English	51		

Case study Research – Allocation Procedure

The allocation of Case Study Research problems and students is done in the following manner:

Step 1: Host organisations provide “**How**” and “**Why**” questions for research considering managerial problems faced by them.

Step 2: Once the host organizations’ problems are received in “**How**” and “**Why**” questions format, they are shared with the students. The students choose among the problem descriptions received based on a well organized allocation process. (based on merit and interest)

Step 3: Once the allocation process is completed, KSRM communicates to the host organisation regarding the students allocated to them along with time dateline.

KSRM faculty will be associated throughout the CSS period as faculty guides to the students for successful conduct of the CSS.

The organisations interested in participating in CSS may kindly fill up the attached CSS Offer form and send it to KSRM with the necessary details. The filled forms may be sent to the Email ID – placement@ksrm.ac.in by **15th February 2020**.

CSS Datelines : 7th March – 23rd April, 2020	
1. Receiving CSS offers from the Host Organizations	15th February, 2020
2. Allocation of Projects from Host Organizations	25th February, 2020
3. Orientation of Students for CSS	4th-5th March, 2020
4. Reporting of Students at the Organizations	7th March, 2020
5. Presentation and Report Submission to the Organizations	22nd April, 2020
6. Relieving of Students from Host Organization	23rd April, 2020
7. Reporting at KSRM and Debriefing with Faculty Guides	24th-25th April, 2020
8. Presentation in KSRM	27th - 28th April, 2020
9. Submission of Final Report at KSRM	8th May, 2020

CSS (2018-20) Projects

Project Title:

Case study on improving market acceptance of Bhumamrit organic produces

Host Organisation:

Ambuja Cement Foundation, Roorkee

Author:

Abhijeet Rath & Nitesh Kumar Singh

Description:

The primary objectives of the project was to find out market potential of Organic products in Uttarakhand and neighbouring cities (Delhi, Chandigarh), to understand the consumer behaviour specifics and factors affecting their purchases and understand the pain points of farmers involved in organic farming. The study involved value chain analysis of mustard, paddy, lentil and honey, farming operation analysis and the consumer & market analysis.



Project Title:

Baseline and Need Assessment for Holistic Rural Development Initiative for villages in Uttar Pradesh

Host Organisation:

MRIDA Group

Author:

Mayank Shriraj, Dipan Jhankar and Ankit Pratik

Description:

This project involved conducting a Baseline Survey for a cluster of Villages identified in Sultanpur and Jaunpur through a structured questionnaire. This also involved analyzing the results of the Baseline Survey and suggesting various interventions for sustainable development of the Village. Further, a feasibility study was undertaken for the identified interventions through a business plan to ensure sustainability of the interventions



Faculty Profiles

KSRM Faculties



Prof. Nishith Parida

Director, KIIT School of Rural Management
PGDM (IIM Ahmedabad) B.Sc. Agriculture &
AH (G B Pant Univ, Pantnagar)
Experience: 22 years+



Prof. Damodar Jena

Ph.D. (Analytical and Applied Economics) Utkal
University, M.Phil. (Economics), University of Madras
Experience: 24 years+
Current Interest: Climate Change & Sustainable
Development, Micro & Macro Economic Analysis,
Development Research Methods
Email: damodarjena@ksrm.ac.in



Prof. Nirmal K Mandal

Pursuing Ph.D. (KIIT Deemed to be University)
PGDRM, IRMA, Anand, Gujarat
Experience: 25 years+
Current Interest: e- Governance, Public policy, ICT for
Development, Innovations in Rural development and
Enterprises
Email: nirmal@ksrm.ac.in



Prof. Srilata Patnaik

Ph.D. (Rural Management)
Xavier Institute of Management, Bhubaneswar
Experience: 12 years+
Current Interest: Sustainable Livelihoods,
Public Policy and Qualitative Research
Email: srlata@ksrm.ac.in



Prof. V. Venkatakrishnan

Dean, KIIT School of Rural Management
Ph.D. (Development Studies), ISEC Bangalore,
University of Mysore, 1999
Experience: 30 years+
Current Interest: ICT for Development, e-Business,
Decentralized Governance, Sustainable
Livelihoods, and Rural Development Policies
Email: venkat@ksrm.ac.in



Prof. Ganesh H S

Pursuing Ph.D. (KIIT Deemed to be University)
PGDRM (IRMA), BVSc (UAS, Bengaluru)
Experience: 25 + years
Current Interests: Quantitative Techniques,
Project Management, Spreadsheet based DSS,
Data Envelopment Analysis (DEA), Financial
Management, Marketing Research, Development
Projects and Microinsurance
Email: hsganesh@ksrm.ac.in



Prof. Prasanta Parida

Ph.D. (Management) at Utkal University, BBSR
Experience: 17 years+
Current Interest: Marketing Research and Rural
Marketing
Email: prasanta.parida@ksrm.ac.in



Prof. Jyotirnanjan Gochhayat

Ph.D. (IIT Kharagpur), M.Tech. (Human
Resources Development & Management, IIT
Kharagpur), B.Tech. (Agricultural
Engineering, OUAT)
Experience: 3 years+
Current Interests: Human Resources &
Organizational Behaviour, Leadership,
Workplace Well-beings
Email: jyotirnanjan@ksrm.ac.in

KSOM Faculties



Prof. Shradha Padhi

LL.B., LL.M, Ph.D.



Prof. Ritika Sharma

B.E. Food Tech (Panjab University)
PGD-ABM (IIM Lucknow)



Prof. Gargi Banerjee

MBA (IISWBM, Calcutta University),
BA (English Hons, Scottish Church
College, Calcutta University)



Prof. Bhuvandeep

PGDBM, IIM Bangalore,
B.Tech (Hons) IIT Kharagpur



Prof. Piyusa P Das

B.Tech (CET Bhubaneswar),
PGDM (IIM Lucknow), PMP® Certified



Prof. Buddhaditya Padhi

PGDM-AdCom, MBA (Marketing)
Ph.D (Pursuing)

Visiting Faculties

Dr L. K. Vaswani

Ph.D.
Former Director, IRMA & KSRM

Prof. S.K.Hota

Madhusudan Institute of
Cooperative Management

Prof. Sumita Sindhi

Assistant Professor -
IIM Sambalpur
FPM (XIMB, Bhubaneswar)

Mr. Gautam Pradhan

Executive Director
Harsha Trust, Bhubaneswar

Mr. R.K.Vemula

Assistant Professor
Dept. of Mass Communication
and Journalism- CIEFL-Shillong

Mr. Vinit Kaler

Financial Technologies
Knowledge
Management Company
(FTKMC)

Mr. Krishna Kumar

Bank of Baroda

Mr. Kailash Chandra Gahir

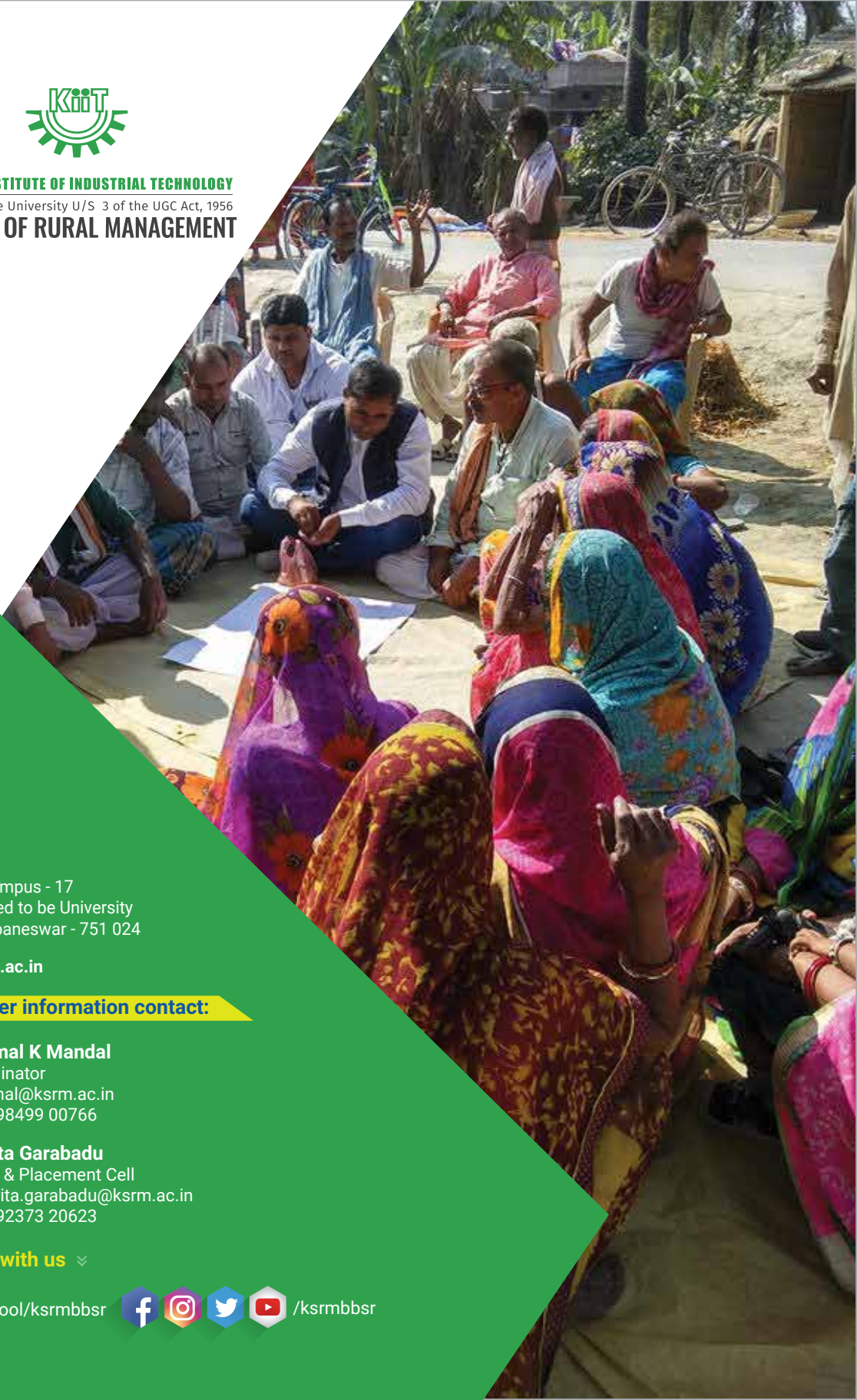
PGDRM, IRMA
Chief Growth Officer
Milk Mantra


List of Partner Organizations who participated in CSS during 2012 – 2019

01. Action Aid
02. Access Development
03. Aga Khan Rural Support Programme (India)
04. Agriwatch
05. Akshara Network for Development Support Services
06. Ambuja Cement Foundation
07. American India Foundation
08. Annapurna Microfinance Pvt. Ltd.
09. APMAS
10. Bihar Rural Livelihoods Promotion Society (Jeevika)
11. CIMMYT
12. CHIME Project
13. Delhi IIT
14. Development Credit Bank (DCB)
15. Deepak Foundation
16. Dilasa Janvikas Pratishthan
17. Ekutir
18. Foundation for Ecological Security (FES)
19. GIZ Rural Financial Institutions Programme
20. GoCoop Services & Solutions Pvt. Ltd.
21. Govt. of Gujarat - Education Dept.
22. Gujarat Cooperative Milk Marketing Federation Ltd. (AMUL)
23. Hand in Hand Microfinance
24. Harsha Trust
25. Integrated Coastal Zone Management Project of Odisha
26. International Maize and Wheat Improvement Centre (CIMMYT)
27. IPE Global
28. Jaipur Rugs Foundation
29. Jharkhand Livelihood Mission
30. Jindal Steel
31. Kaushalya Foundation
32. Light Microfinance Pvt. Ltd.
33. Livolink Foundation
34. Maharashtra State Rural Livelihoods Mission
35. MRIDA
36. National Bank for Agriculture and Rural Development (NABARD)
37. National Skills Foundation of India
38. NABFINS
39. NICO Orgo
40. Niryas Food Products Pvt. Ltd.
41. Odisha Livelihood Mission
42. Oxen India
43. PJ Margo
44. Regional Centre for Development Cooperation
45. Reliance Foundation
46. Rurban Odisha
47. S M Sehgal Foundation
48. SAME DEUTZ FAHR India Pvt. Ltd.
49. Sa-dhan (Madhyam Foundation)
50. Samunnati
51. ST & SC Development Department, Govt. of Odisha
52. Seva Mandir
53. Shakti Innovative Climate Care Pvt. Ltd.
54. Social Awareness Institution(SAI)
55. Self-Reliant Initiatives through Joint Action (SRIJAN, India)
56. Technology Business Incubator, School of Biotechnology, KIIT University
57. TechnoServe India
58. Urja Unlimited
59. Uttar Pradesh State Rural Livelihood Mission (UPSRLM)
60. Vedanta
61. Water and Land Management Research and Training Institute
62. Yuvamitra



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